Transforming Public Administration for Sustainable Development

Strengthening National and Local Capacities for Sustainable Development Management

Par Dr Najat Zarrouk, CEPA MEMBER
Najat_zarrouk@yahoo.fr   najat6098@gmail.com

Orientations & some options for reflection

Existence of a global consensus on the role of governance as a catalyst for sustainable development and as an end in itself

Capacity-building:

an investment in the transformation of governance

For a new Vision for Strengthening Capacities

as a key to sustainable development

- Introduction

Important Progress & remarkable successes between 2000 (the Millennium Declaration) and 2012 (RIO + 20)
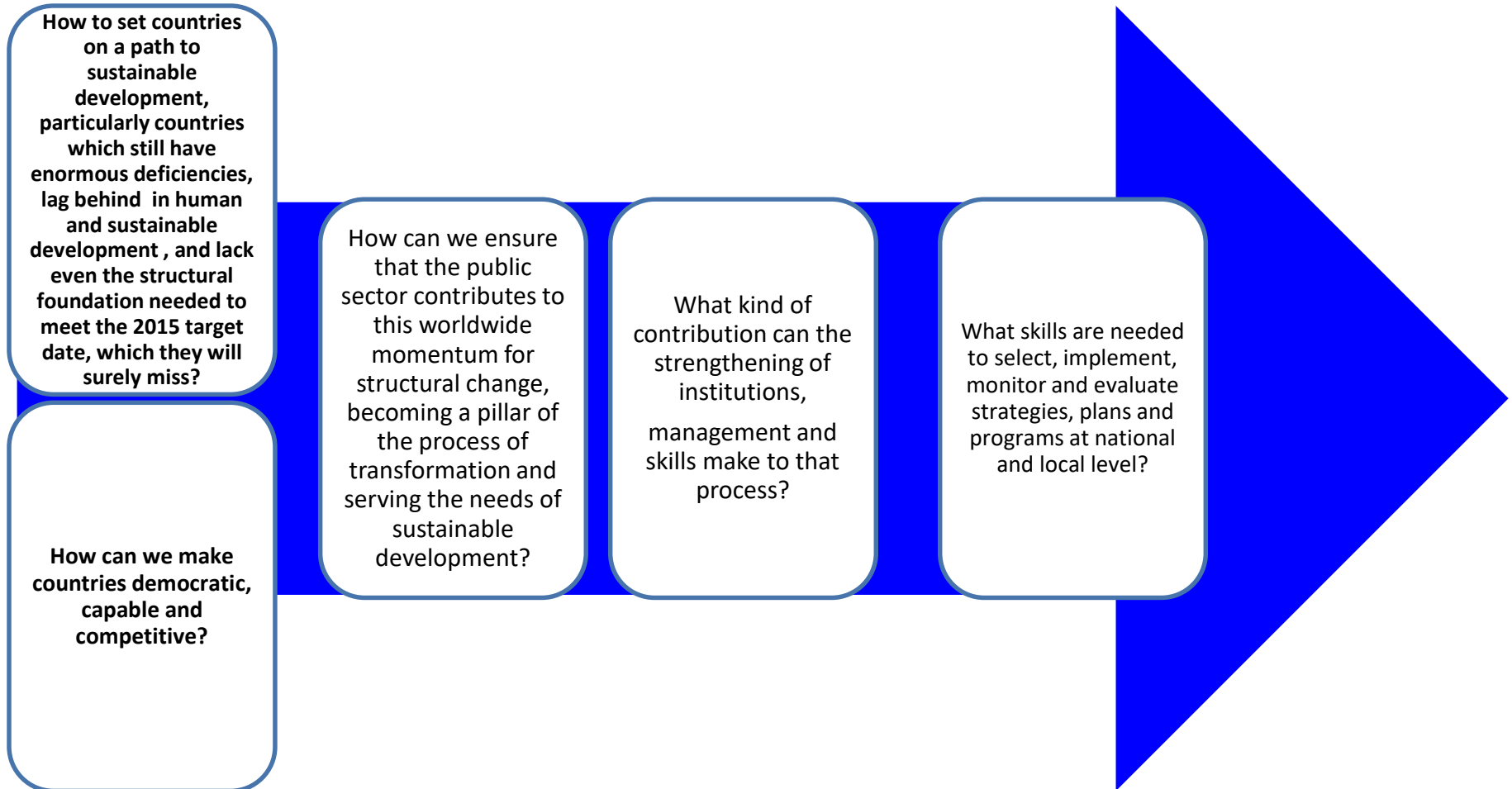
International, regional, national and local context full of mutations, deficits, challenges, an extreme complexity for all States regardless of their level of development

Solid, competent institutions and good governance are a catalyst for sustainable development in its three dimensions and an end in itself
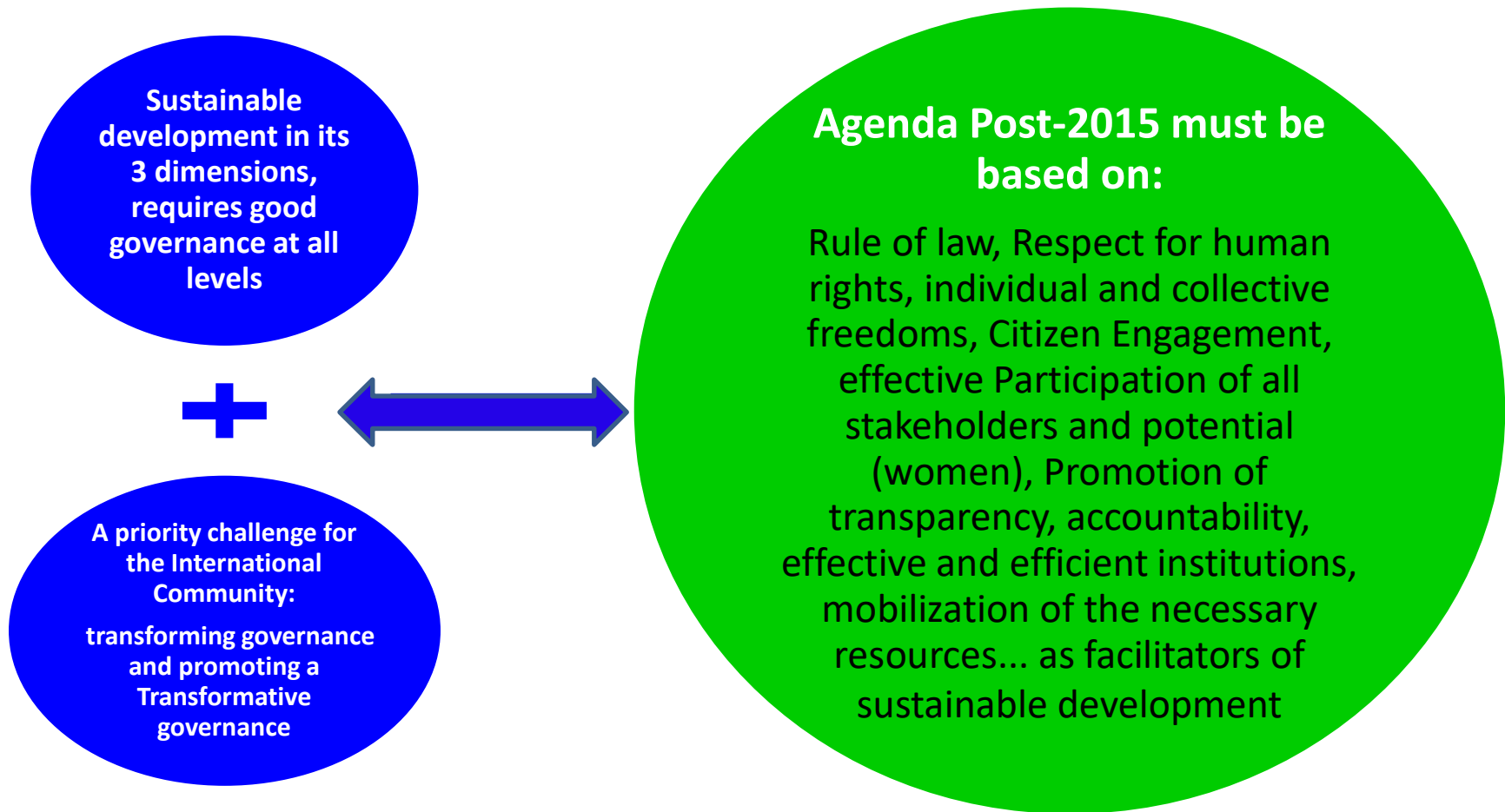
A real crisis of confidence in the Public Service

**An opportunity:
the global deliberations of the United Nations on the Agenda of development Post - 2015**

Main problems in the short term (2015) and for the Post - 2015

How to set countries on a path to sustainable development, particularly countries which still have enormous deficiencies, lag behind in human and sustainable development , and lack even the structural foundation needed to meet the 2015 target date, which they will surely miss?

How can we make countries democratic, capable and competitive?

How can we ensure that the public sector contributes to this worldwide momentum for structural change, becoming a pillar of the process of transformation and serving the needs of sustainable development?

What kind of contribution can the strengthening of institutions,

management and skills make to that process?

What skills are needed to select, implement, monitor and evaluate strategies, plans and programs at national and local level?

I- The international consensus around the role of governance as a catalyst for sustainable development and as an end in itself

Sustainable development in its 3 dimensions, requires good governance at all levels

+

A priority challenge for the International Community:

transforming governance and promoting a Transformative governance

Agenda Post-2015 must be based on:

Rule of law, Respect for human rights, individual and collective freedoms, Citizen Engagement, effective Participation of all stakeholders and potential (women), Promotion of transparency, accountability, effective and efficient institutions, mobilization of the necessary resources... as facilitators of sustainable development

« ...Good institutions are, in fact, the essential building blocks of a prosperous and sustainable future. The rule of law, freedom of speech and the media, open political choice and active citizen participation, access to justice, non-discriminatory and accountable governments and public institutions help drive development and have their own intrinsic value. They are both means to an end and an end in themselves »
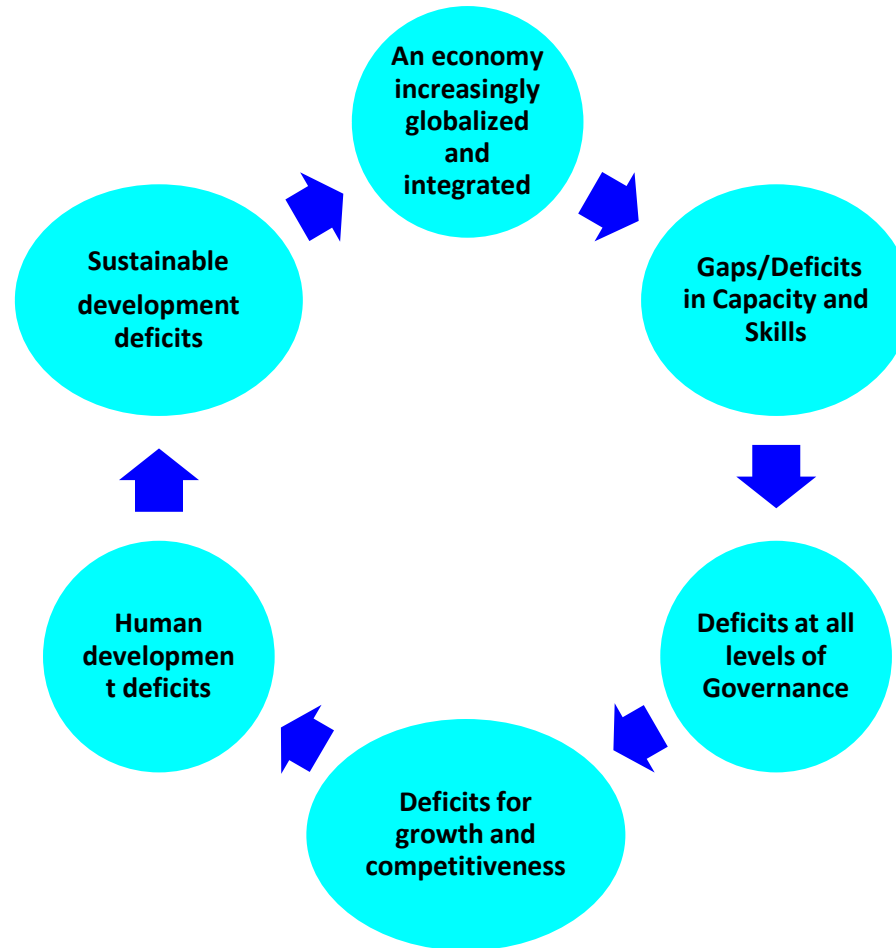
A New Global Partnership
Eradicate Poverty and transform Economies through sustainable development
The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda – p. 5

Such a transformation can not exist without a professionalization of individuals, institutions and societies at all levels which explain the strategic role of Strengthening Capacities in the Post-2015 Agenda

II- Strengthening Capacities:
an Investment in the Transformation of Governance

1- What we Note ?

An economy increasingly globalized and integrated

Gaps/Deficits in Capacity and Skills

Deficits at all levels of Governance

Deficits for growth and competitiveness

Human development deficits

Sustainable development deficits

2- Capacity-building: what is it?
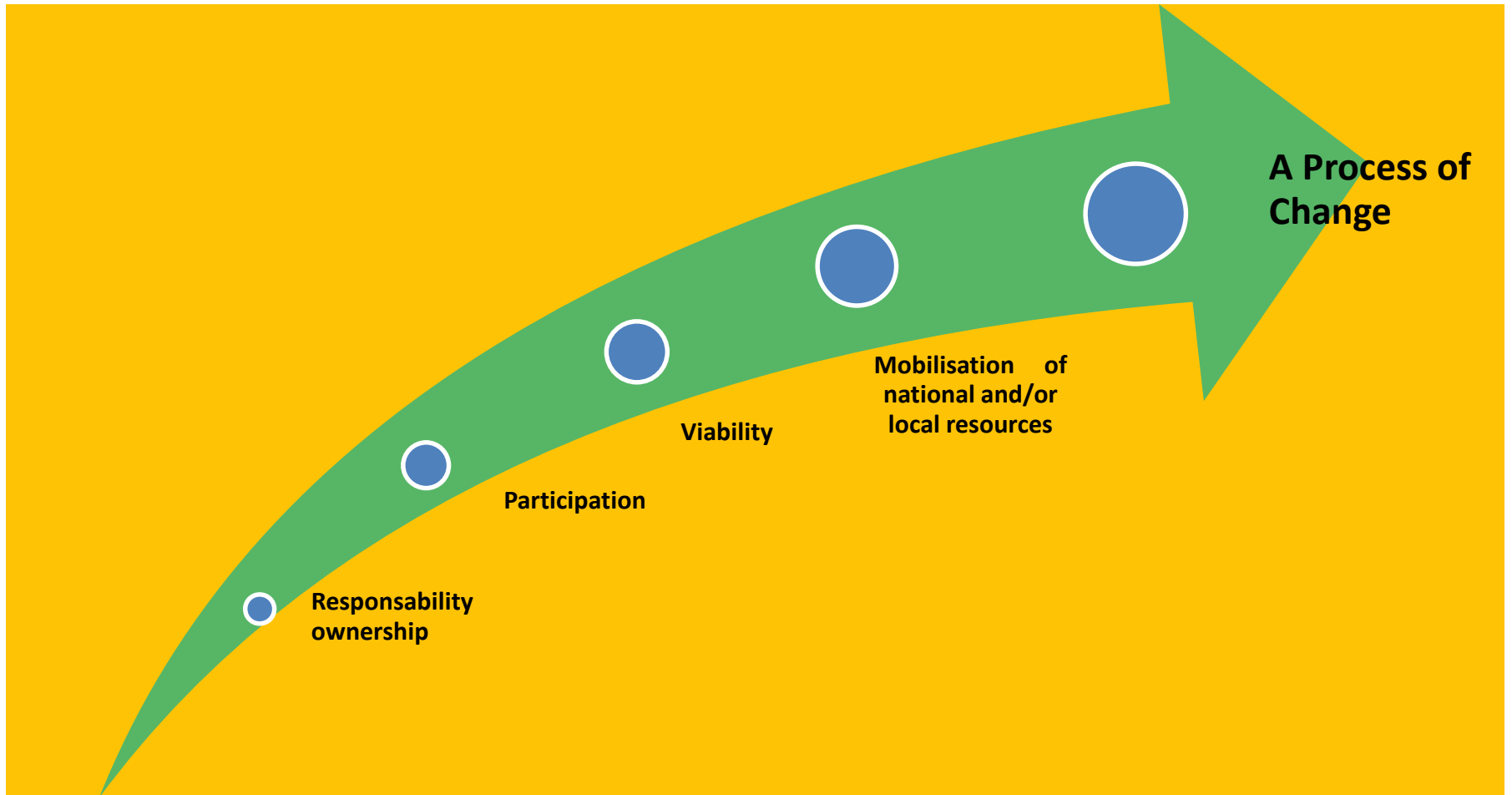
Broader definitions

Strengthening Capacities is the process by which individuals, organizations, institutions and societies acquire the means to accomplish tasks, solve problems, set and achieve goals. It must therefore be understood at three inter-related levels: individual, institutional and societal & rallying several approaches, essentially the participatory approach

Narrow definitions focus on strengthening organizations, skills, economic or technical aspects

Strengthening Capacities: Definition

"the process by which individuals, organizations, institutions and societies acquire the means to accomplish tasks, solve problems, set and achieve goals. It must therefore be understood at three inter-related levels:
individual, institutional and societal.
«Capacity-building concerns all human, scientific, technical, administrative, institutional and financial resources available to a country. It primarily aims to develop the ability to evaluate and solve critical problems of policy choices and the modalities for the implementation of different forms of development, appreciating their fair value, the opportunities and limitations of their impact on the environment, as well as the needs that the population of a given country perceives as his own. It is therefore evident that all countries in the world need to strengthen their national capacities"

V° Session of the CEPA - New York, 27-31 March 2006, Doc E/C.16/2006/4 – p. 7

3- A process, based on Fundamental Principles

A Process of Change

Mobilisation of national and/or local resources

Viability

Participation

Responsability ownership

4- Strengthening Capacities: a real ambition and will for change

❖ **Existence of a multitude of initiatives** targeting the public administration, at the national and/or local level, as well as the various components of civil society

❖ **initiated by a multitude of actors** (State, Private sector, Civil society, Development agencies, international organizations, donors...)

❖ **Often dictated by the availability of an offer of funding,** either at the national or international, without strategic framework

❖ **To ensure the effectiveness and efficiency of such initiatives**: the process should be an endogenous process, based on the leadership of the environment, based on a strategy, based on a participatory good governance essential to the establishment of an environment conducive to the development and the progress of the country

5- **A process requiring a global, national and holistic dimension**

Well conducted and managed, strengthening capacities may contribute to the promotion of a new culture of good governance in view to:

1) ensure a sound economic management
2) ensure effective service delivery
3) achieve a social empowerment of populations
4) oriente resolutely the country on the path of sustainable development

6- A large scope of application

State Institutions which embody and represente the rule of law (democracy, pluralism, separation and cooperation of powers, diversity...), order and security

- the legislative body
- the Executive body
- the judiciary system
- the local government system(1) : actors who make the democracy daily

Non-State institutions that are transforming the traditional modes of governance and also need a transformation of their governance

- the ignorance of diversity, the marginalization of those actors in the design, development and implementation of programs related to the MDGs and their deficits of capacities
- this actors, who make the diversity and democracy also daily, will impact seriously the Post-2015 Agenda

(1) A common expression used to describe a range of institutions, whose names vary by country (common cities, urban areas, metropolitan areas, departments, provinces, regions, federated States....) .

A New Global Partnership
The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda – page 50

« People the world over are calling for better governance. from their local authorities to parliamentarians to national governements to the multilateral system, people want ethical leadership. They want their human rights guaranteed and to be recognized in the eyes of the law. They want their voices to be heard and they want institutions that are transparent, responsive, capable and accountable. People everywhere want more of a say in how they are governed. Every person can actively participate in realizing the vision of 2030 to in bring about transformational change. Civil society should play a central, meaningful role but this requires space for people to participate in policy and decision-making »

III- For a new vision of Strengthening Capacities as a key factor in sustainable development

A- Promotion and design of holistic and national strategies for Strengthening Capacities

Pursued by transformational, committed, competent and

ethical Leadership

Integrating all dimensions of governance

of strengthening capacities & of sustainable developments

Based on a Participatory and bottom-up approach inclusive of all components of the society and all the stakeholders

B- Proposal for a road map for **strengthening capacities at the national and local levels**

Starting from the premise that "**there is no better method**" and that we should avoid "**imposing**" practices or exogenous recipes, a consistent, effective and sustainable capacity building requires:

❖ the existence of a **strategic framework** based on a prior reflection to action;

❖ taking account of the **proper context and the environment** of the country;

❖ from an interactive, inclusive, iterative, participatory **approach and process**, incorporating at least the following:

1- Having a clear Vision of the future we want

Sénéque: "It is no favourable wind for who does not know his destination port"

Proverb: "If you do not know where you are going, any path will guide you".

a) formulate the strategy: have a strategic planning process based on a clear vision, the analysis of the external environment and the internal situation, priorities, objectives and a prospective vision, towards what is vital and sustainable for theinstitution at medium or long term

b) conduct participatory diagnosies and identify needs, by mobilizing all stakeholders concerned in order to assess existing capacity, deficits to fill, identify the needs (surveys, interviews, questionnaires, focus groups…, according to the target audience), to identify trends, define objectives, analyze and choose options

c) ensure that the strategy target, in a balanced way, all relevant stakeholders as well as the 3 dimensions of sustainable development

d) Ensure that the strategy is coherent, well coordinated, legitimate, legal statutory, inclusive, transparent, viable, credible, effective, flexible, professional, with amanagement focused on results, and especially sustainable

2- Professionalize the operationalization and implementation of the strategy

Institutional and organizational framework

- Develop policies, legislation, plans and policies sectoral, thematic or target audience (State organs, non-State bodies, human resources, elected local and civil society actors...) according to the existing legal framework
- focus on roles, responsibilities, commitments and levels of competencies sought, objectives and results to be achieved
- train, develop the skills and capacity of the dedicated teams
- adapt the institutions and procedures when necessary

Financial and Budgeting Framework

- Set a budget, manage it, run it, by mobilizing other resources further, foreign or domestic
- Implementing participatory budgeting
- have on gender-sensitive budget

Ensure Coherence

- Ensure the coherence of capacity building as a public policy , providing for coordination mechanisms and recognizing common purpose

Taking account of diversity and gender as Axes of progress for combating discrimination and inequalities between women and men

Information and knowledge systems

Promotion and Integration of the ICT

Promotion of the electronic Governance

Network is Networth

- Develop systems of information and knowledge, databases
- Use ICT to ensure decisions and initiatives, to be able to rely on reliable data, produce, manage, operate and communicate information and knowledge
- to improve responsiveness, performance, transparency, pour gagner en réactivité, en performance, en transparence,
- to contribute to sustainable development (zero paper policy) and to gain proximity (development of platforms of teaching and learning online)
- focus on networking which has never been as important as it is today in the era of the digital revolution

Promotion of a

« Win-Win »

Partnership and Cooperation

- with any actor, national or foreign, public or private, able to bring added value to the strategy (ministries, development agencies, local authorities, public and semi-public institutions, universities, colleges, national and foreign, civil society private sector, embassies, international organizations, donors...)

Respecting the stages of the process of capacity building

universally recognized

- identification of needs
- choice of themes or actions
- Identification of the target groups
- production of the terms of reference or the specifications
- identification and negotiation with providers
- Design and validation of the modules and supports
- invitation of participants and beneficiaries in a timely reasonable
- preparation of the capacity building area equipped with tools and didactic equipment
- realization of activity according to the terms of reference
- monitoring and supervision of the activity,
- guidance, follow-up and accompaniment of target groups
- provided documentation of an easy use to serve as a practical guide and tools in their workplace
- enhancement of the activity and the beneficiary of the activity work, partners in handing of certificates of recognition
- evaluation activity
- capitalization (including educational suitcases, toolkits, training modules, reports and documentation)
- constitution of a documentation found

Promote and integrate the Standards of Excellence in Public Administration Education and Training (Joint Initiative of DPADM/UNDESA and IASIA) (2008)

- When the public administrationuse its own dispositif or outsources the capacity building, especially to universities, colleges and high schools, ensuring that they meet this Sandards of Excellence
- **1- Public Service Commitment**
- **2-** Advocacy of Public Interest Values
- **3-**Combining Scholarship, Practice and Community Service
- **4-** Commitment and quality of the faculty (and/or trainers)
- **5-** Inclusiveness is at the Heart of the Program
- **6-** A Curriculum that is Purposeful and Responsive:
- **7-** Adequate Resources are Critical
- **8-** Balancing Collaboration and Competition:

- Disseminate these Standards all over the World
- Enhance capacity for a better use and integration of this Standards

Promoting "á la carte" capacity building

- capacity building by internal trainers from the organization utilizing the experience acquired
- establishing a pool of local experts
- capacity building by peers
- outsourcing and the public-private partnership

Monitoring-Evaluation relief-readjustment improvement

As a public policy, it cannot be sustainable and efficient only if it is subject to evaluation, monitoring and continuing.
Make the adjustments relevant and helpful to the process
Adaptation of the process on the basis of unexpected events, results, errors and the evolution of the context
use internal audit and management control mechanisms
take the best advantage of lessons learned, and successes and best practices existing at the local, national, continental and international levels, in the public or private sector
through an iterative process designing or reforming, straighten and readjust the institutional, legislative, governance or management devices

Continuity and Capitalization

- **Formalizing and ensuring continuity**
- **Building up experience and avoiding reinventing the wheel each time**

An intensive Communication and Citizen Awareness

- **At all stages of the process**

- the dissemination of information by using traditional media (print, radio, television, open door operations, public lectures, brochures, posters...) or ICTs (Internet Pages, letters of electronic information, portals, websites...)

- Ensure Transparency

Good governance of international assistance/aid for the strengthening of the capacities

- **Respect for the principles of the Paris Declaration on aid effectiveness (2005)**
- make the most of the contribution and support from multilateral or bilateral cooperation
- Existence of several forms: contribution to the funding, expertise, tools and good practices (UNDESA, DPADM…)

3- Strengthening capacities at the individual stage: an investment in Human Capital

Any initiative for capacity-building should be aimed, in first and last instance, investment in the most precious capital for any country, Human Capital

As a "lever of development, source of wealth, vector of transformation and management of the other resources and their integration into the development process"
– His Majesty MOHAMMED VI, King of Morocco

To "unlock chains" that still hinder human potential in public sector to gain more commitment, innovation, creativity, performance and competitiveness
UNDESA, DPADM - World Public Sector Report "Unlocking the Human Potential for Public Sector Performance" - 2005

To guarantee the professionalism and the quality of national and local Public Service

4- Strengthening capacities at the institutional stage: the priority for local Actors as Actors doing democracy daily, as Actors of change and innovation, Actors, based on the principle of subsidiarity

Challenges

- ❖ **Democracy, real and effective local autonomy**
- ❖ **Governance and management**
- ❖ **The urban management**
- ❖ **Impact on the well-being of citizens, combating poverty and key areas of development: civil status, education, health, hygiene, sanitation, housing, transport and urban mobility**

Topics

- ❖ **Institutional environment (roles/competencies, resources, relationship with the State, mechanisms of control...)**
- ❖ **Strong, committed, ethical leadership**
- ❖ **Strategic planning and management: planning and participatory evaluation, management, financial and human resources**
- ❖ **Quality of service delivery service**
- ❖ **genuine participation of the population: mechanisms of participatory governance, engagement of the citizens, the integration of the gender approach, diversity, the fight against discrimination (identity, space, social or economic)**

« Removing the barriers to decentralisation to promote a bottom-up approach, which should include building local skills, staff and leadership capacity, which should reach out to the large population beyond the formal and informal sector, to boost the achievement of localized targets and goals »

Commonwealth Local Government Conference
Kampala Déclaration on developmental Local Government - May 2013

5- Strengthening Capacities at societal stage: Guarantee the participation and commitment of the citizens, as a strategic Option

A- Participatory and citizen engagement:

❖ are at the heart of the idea of democracy, whether at the national or local level;

❖ reinforce the legitimacy of decisions, impose compliance with the obligation to report, are part of the fundamental principles of governance, have values intrinsic "**be a full-fledged citizen-beyond the ballot- is to be involved in the decisions affecting them**";

❖ contribute to the achievement of more responsive services, having a positive impact on the development and progress of the country;

❖ to take into account and integrate diversity and gender;

❖ require a multisectoral collaboration, mechanisms of consultation, information and involvement in the decision-making process

B - The need to disseminate and strengthen capacity on the tools and reports developed by UNDESA/DPADM on this topic

6- Strengthening Capacities at the thematic stage: the priority to sustainable urbanization

A global Key issue

demographic transitions, societal changes, migratory movements, impacts of crises and conflicts

Challenges of the rapid urban

leadership, safety, equipment, basic infrastructure, provision of services, resources, funding, education, health, hygiene, urban mobility, transport, water, sanitation, lighting, employment, housing, climate change, environmental degradation, food security, reduction of risk, resilience, conflict and post-conflict situations, partnerships…

Cities are where the battle for sustainable development will be won or lost

Sustainable urbanization requires

committed and ethical leadership, quality management, resource mobilization, a citizen engagement, support and accompaniment by the State and international cooperation

An opportunity & significant potential for growth and development

if it is well designed, well planned, well governed and supported by all stakeholders

7- Promote, encourage, recognize, make visible and celebrate the quality and Excellence in the Public Sector

❖ The recognition of Excellence in the Public Service, national/local, promotes emulation, competitiveness, quality, innovation and creativity as a practice of excellence is an "optimal method to solve a given problem or to achieve a given objective and which can be shared and used by others".

❖ **Existence of excellent experiences at global, regional, national and local level which must be encouraged, supported and publicized:**

-**UN Public Service Award (UNPSA) (**The UN General Assembly, in its Resolution 57/277, designated 23 June as Public Service Day (A/RES/57/277);

- **European Public Sector Award (EPSA),** issued since 2007 by the European Institute of Public Administration for best practices in innovation and efficiency of the Public Sector in the European Union

- **The Prize of Innovation for Africa (PIA),** created by the African Innovation Foundation and the Economic Commission for Africa.

- **The Prize of Electronic Governance "Imtyaz"**, issued annually by the Ministry of the Public Sector of Morocco

- **The Dubai International Award** for best practices to improve the living environment, launched in 1995 by the City of Dubai

CONCLUSION

«*Effective democracy and good governance at all levels are essential for preventing conflicts, promoting stability, facilitating economic and social progress, and hence for creating sustainable communities where people want to live and work, now and in the Future*»

European Council – III° Summit, 16-17 May 2005, Warsaw Declaration, para. 3.

A new vision, a new governance and a new management of Strengthening Capacities are a fundamental Key for a sustainable management through:

a) *competent States that respect the constitution and democracy* and are intelligent, legitimate, competent, flexible, effective, well-informed, very knowledgeable, firmly established in society,45 and capable of changing and adapting to emerging challenges;

b) *transformational and galvanizing leadership,* for which the best should be at the service of the State (Aristotle);

c) *a transformation of governance*, ensuring that it becomes more collaborative, participatory, open and inclusive for all segments of society, citizens oriented who, throughout the world, address an urgent request to States similar to that which **Diogenes addressed to Alexander**, **"Step aside a little so as not to keep the sunshine from me",** a request meant not to gain favours, but only to find secure and open pathways to peace, stability, democracy, development and progress;

d) *public governance striving to achieve development that is sustainable*

THANK YOU